
HUMAN RESOURCES



Section HR

STANDARDS FOR CAMP ACCREDITATION

The key to any camp's success is its personnel. One of the unique features of a camp is the vital and all-encompassing leadership role demanded of its personnel in the camp community. Camp personnel are expected to assume many responsibilities, deliver a wide range of services, and complete numerous tasks in an environment of constant, close, human interaction, with quality results. Some persons may work with the site operation, some with the program, and some with both.

This demanding role requires minimums be established in screening, hiring, training, and supervising staff. The personnel criteria in this section are the result of experience and the review of research in the area of human resource management for both year-round and seasonal operations. The standards vary according to the criteria required for each position.

Maturity and judgment are two critical qualities of a camp staff member. Simple, objective measures for these qualities are not available. In identifying the criteria for staff positions, a number of factors have been listed including education, certification (where available), experience, and age. While it is recognized that age is not equivalent to maturity, it is one referenced and recognized criterion, utilized in conjunction with the other aforementioned factors, to guide the administrator in seeking qualified personnel. Age is not intended to be used as the sole criterion for determining acceptability of a staff member.

APPLICABILITY

Personnel to be considered in scoring the Human Resources standards include volunteer and employed staff who are involved in the operation of both the site and program and who are directly supervised by the camp operator. The standards also apply to those staff for whom the camp operator has responsibility for selection, training, and dismissal. Generally, these standards do not apply to consultants, workshop leaders, and other personnel who are not part of the camp's staff. However, administrators should consider the requirements of the Human Resources standards in utilizing such persons.

Foundational Practices

Standards that were initially examples of best practices in the industry have become so accepted that they are considered foundational practices. Some have also been adopted as regulations and laws by local, state, and national bodies. These practices continue to be important to the delivery of a positive camp experience. It is assumed that they are in practice as applicable in every camp. The annual review of these foundational practices is scored in Standard OM-1.

A Foundational Practice related to Human Resources is:

- Anticipated length of pre-camp training

HR-1 DIRECTOR QUALIFICATIONS

Does the on-site director for day and resident camp programs have the following qualifications:

HR-1A: A bachelor's degree or appropriate professional certification? YES NO

HR-1B: At least two prior seasons of administrative or supervisory experience in an organized camp? YES NO

HR-1C: Has assessed personal needs in core areas of accepted camp management practices and has attended a professional development workshop, institute, seminar, or course within the past three years to address those need(s)? YES NO

HR-1D: Is at least 25 years old? YES NO

HR-1E: If the camp primarily serves campers with special needs, at least 24 weeks of experience working with that special population? YES NO

Does not apply when the camp seeking accreditation does not operate day or resident camp programs.

HR-1E does not apply if the camp does not operate a program that primarily serves campers with special needs.

Applies to:

- Day camps
- Resident camps

INTERPRETATION: The on-site director is the person on site who is responsible for day-to-day decision-making and supervision of the program and staff. In Standard HR-1C, ACA has identified 14 "core areas" of accepted management practices for camp professionals. "Professional development" may include local or national ACA-sponsored training events or other courses related to the identified camp management tracks. The *ACA Accreditation Standards Resource CD-ROM* should be consulted for additional information on director qualifications.

COMPLIANCE DEMONSTRATION: Director explanation of qualifications.



HR-2 SPECIAL NEEDS STAFF REQUIREMENTS

Do 20% of the day and resident camp administrative and program personnel with staff supervisory responsibilities have a bachelor's degree in an area relevant to the clientele served, or at least 24 weeks of experience working with the special populations being served?

YES NO

INTERPRETATION: Serving campers with special needs requires skill and experience beyond that required for other camp operations. The intent of this standard is to provide a minimum level of specialized training and experience at the administrative and staff supervisory levels.

COMPLIANCE DEMONSTRATION: Director explanation of camp's percentage of staff who meet requirement.

Does not apply if the camp does not operate a day or resident camp program that primarily serves campers with special needs.

Applies to:

- Day camps
- Resident camps



HR-3 HIRING POLICIES

Does the camp have written hiring policies that:

HR-3A: Identify appropriate application and screening processes for each job category? YES NO

HR-3B: Have been reviewed by legal counsel or a human resources professional within the last three years? YES NO

HR-3C: Identify the policy adopted and in practice related to the periodic screening of year-round staff? YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs
- User-group programs

INTERPRETATION: Developing hiring policies should include a review of the staff application form(s), job descriptions, interviewing requirements, and initial screening techniques to determine the appropriate content and steps for each type of position. The camp must determine, with the advice of a qualified professional, which items are appropriate for each type of staff position and which may be required by law. For example, the screening process for a kitchen or grounds worker may be different than that required for a cabin counselor or program specialist. Standard HR-3B specifically alerts camps to the need to develop policies and practices with the aid of sound legal and professional advice.

The hiring policies must also specify the periodic screening process for year-round staff with continuous employment by the camp, especially whether these policies require periodic criminal background checks. State and local entities have different requirements which may govern the practice. This policy should be established in conjunction with recommendations from the camp's insurance company and legal counsel.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for additional information on hiring policies, sample interview tools, reference forms, and hiring checklists.

COMPLIANCE DEMONSTRATION: Visitor observation of written hiring policies; director description of the review process, timing, and professional involved; staff description of application and screening process.

WRITTEN DOCUMENTATION IS REQUIRED

HR-4 STAFF SCREENING

MANDATORY (HR-4A)

Does the camp have written evidence of a policy in practice that requires screening for all camp staff with responsibility for or access to campers that includes::

HR-4A: Annually for all camp staff—paid, volunteer, and contracted:

- A voluntary disclosure statement, and
- A check of the National Sex Offender Public Registry, or for residents of states not participating in the National Sex Offender database, a check of the sexual offender registry of any state in which the applicant resided?

YES NO

HR-4B: For new camp staff 18 years and older, paid, volunteer, and contracted, a criminal background check?

YES NO

HR-4C: For new camp staff, at least two reference checks and verification of previous work (including volunteer) history?

YES NO

HR-4D: For new camp staff, personal interview by the camp director or a designated representative?

YES NO

INTERPRETATION: *The camp must implement established screening policies for its own operation. All camp staff (e.g., volunteer, employed, and contracted; full-time and part-time, international) who could have unsupervised access to children must be included in the screening process. This requirement includes on-site operational personnel, as well as staff members working from a central office who come to the camp as a part of their responsibility. Guest-program specialists who provide leadership in a limited area and are never with campers in an unsupervised situation would not be subject to screening.

A “voluntary disclosure statement” is a signed statement that, at minimum, attests to the non-conviction of violent crimes and crimes against children. It may include further information about other criminal behavior, previous addresses, and other data relevant to the camp and position. The policy should be reviewed by legal counsel. The “voluntary disclosure statement” may be included on the application form or with the release of information form, or may be a separate document. The statement should be secured from ALL staff, including international staff. A statement must be signed by all staff annually, regardless of previous or continued employment.

The U.S. Department of Justice National Sex Offender Public Registry (a free service at www.nsopr.gov) will only reflect certain types of criminal sexual behavior. A criminal background check seeks additional records of other types of criminal behavior. Criminal background checks are available through a variety of agencies and private vendors, each with its own level of coverage, accuracy, timeliness of providing information, and cost.

•Applies to:

- Day camps
- Resident camps
- Short-term resident programs

Consult the ACA Accreditation Standards Resource CD-ROM for detailed information on criminal background checks.

The camp must have a specific plan for securing criminal background checks based on state laws, availability of data, cost, and type of staff. For staff from other countries, criminal background checks are increasingly provided through the international placement agencies. Availability of criminal background checks for international staff and volunteers vary by the country of origin. The international placement agencies have recommendations concerning the minimum types of checks that should be performed. Consult the ACA Accreditation Standards Resource CD-ROM for further information on criminal background checks.

Securing a criminal background check, references, verification of previous work, and interviews applies to the hiring of new staff, seasonal and year round. Staff are considered "new" upon initial hiring, and if there has been a break in employment of 12 months or more. Year-round staff, including directors, must be screened upon entry and thereafter according to the policy of the camp (see Standard HR-3).

Some "seasonal staff" may be year-round employees of the parent organization (agency staff, clergy, religious educators). These persons may be treated as "year-round staff" PROVIDED THAT the parent organization has a policy in practice for screening and supervising that meets the criteria of the standard.

"Verification" of work history means evaluation of the timeframes of previous jobs to determine reasons for any gaps in employment and spot checking to verify that the applicant was employed or licensed as claimed. Standards in other areas, such as transportation, aquatics, and program, also call for specific types of record checks or documentation of skills which may be undertaken as part of the screening process. The standard does not require visitors to be given access to confidential files. "Written evidence of the screening process in practice" may include the application or receipt for securing background checks.

"Personal interview" means face-to-face or by phone for all applicants, including internationals, conducted by the camp director or a designated representative. In addition to interviews conducted by a staff placement agency, camps should make their own contact with applicants before hiring to confirm the applicant's language and communication skills, identify their expectations for the job, determine their suitability for the specific job offered, and provide specific information to the applicants about the camp program and location.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for sample forms and additional information on screening practices related to international staff.

COMPLIANCE DEMONSTRATION: *Visitor observation of written evidence of the screening policy in practice; director description of the screening process.

WRITTEN DOCUMENTATION IS REQUIRED

HR-5 DIVERSITY

Does the camp's staff recruitment and training process include:

HR-5A: Procedures to recruit program and administrative staff whose racial or ethnic diversity reflects that of the camper population served? YES NO

HR-5B: Training for staff to accept, respect, and be responsive to the multi-cultural diversity of our society? YES NO

INTERPRETATION: In Standard HR-5A, the intent is for directors to consciously try to provide staff members as role models and resources for minority populations served. A camp whose staff is more diverse than its camper population is considered to be in compliance. Training for staff may include both pre-camp and in-service sessions to help staff recognize and value individual differences within groups, particularly in relation to the camper populations served.

COMPLIANCE DEMONSTRATION: Director description of recruitment plans and procedures; director/staff description of staff training provided.

Applies to:

- Day camps
- Resident camps
- Short-term resident programs
- ~~User group programs~~



HR-6 JOB DESCRIPTIONS/INFORMATION

Do procedures require that, prior to reporting to work, each camp staff member is provided with:

- A written job description that identifies the essential functions of the job, and
 - Information on the nature and diversity of the total camp population, and the general characteristics of the camp and programs offered?
- YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs
- User-group programs

INTERPRETATION: Job descriptions may be stand-alone documents provided at the interview or time of hire, or may be form letters to the individuals where jobs are described. To be consistent with the Americans with Disabilities Act, job descriptions should identify the essential functions or tasks required for the job. "Essential functions" are responsibilities critical to fulfilling the intent of the job.

The intent of this standard is to help prepare staff, prior to beginning work, for some of the responsibilities they will be assuming. Information that can be provided to staff in this regard may include materials such as staff manuals, camp brochures, schedules, media presentations, etc.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for additional information on job descriptions.

COMPLIANCE DEMONSTRATION: Visitor observation of sample job descriptions for randomly selected positions; director/staff description of materials or orientation provided.

WRITTEN DOCUMENTATION IS REQUIRED



HR-7 JOB TRAINING

Does the camp implement a system to provide each camp staff member, prior to assuming job responsibilities, training that is specific to his/her individual job functions, including clear expectations for acceptable job performance?

YES NO

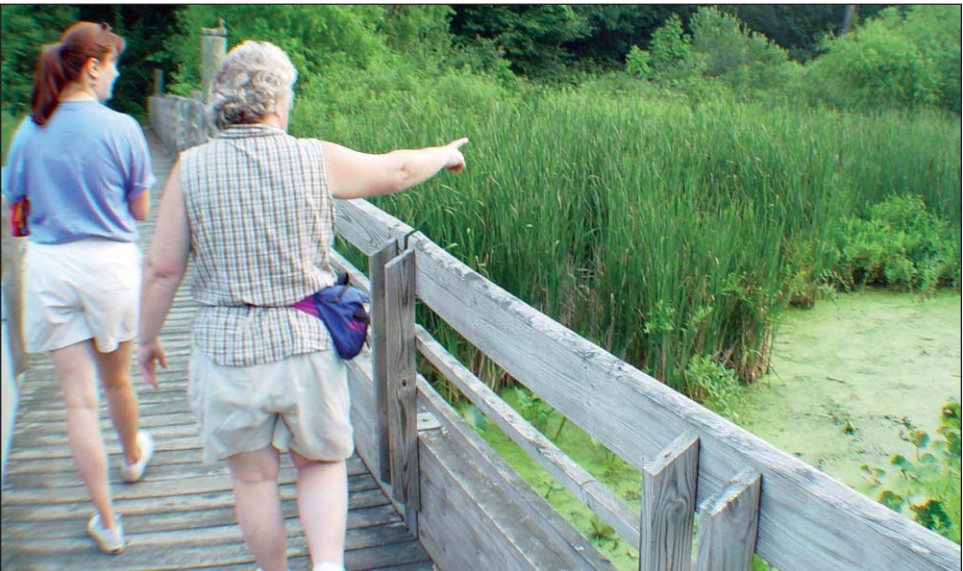
INTERPRETATION: The intent of this standard is that each person assuming job responsibilities, regardless of the time of year, be provided training in the camp's expectations of his/her specific responsibilities. Job training should include specific job skills, reporting and supervisory relationships, and acceptable and unacceptable behaviors of staff members. In addition, staff may require training in the use of equipment, safety, and emergency procedures, identifying and managing environmental and other hazards, handling accidents, or providing services to user groups or campers.

For staff hired for day, resident, and short-term residential camp programs, this effort will normally be part of the training specified in Standards HR-11 through HR-17. While those standards specify training topics and content related to campers, this standard addresses the need for camps to specify expectations for acceptable job performance and staff behavior in fulfilling tasks.

To achieve an acceptable level of job performance and behavior, staff members must also be provided with a clear understanding of expectations of camp administrators and supervisors (see Standards HR-5, HR-6, and HR-8). See also Standards PD-17, PC-4, PH-3, and PT-6 regarding supervision of staff.

COMPLIANCE DEMONSTRATION: Director explanation of system for training for all types of staff; staff description of training received.

- Applies to:**
- Day camps
 - Resident camps
 - Short-term resident programs
 - User-group programs



HR-8 PERSONNEL POLICIES

Do procedures require that the camp provide all camp staff with written personnel policies that address the following:

- General equal employment opportunity policies,
 - Benefits,
 - Time off, absence, and leaves of absence,
 - Performance evaluation processes, and
 - Work rules and personal conduct, including sexual harassment policies?
- YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs
- User-group programs

INTERPRETATION: "Equal employment opportunity policies" confirm that the camp, in accordance with applicable federal laws, provides equal opportunities to employees and applicants without regard to race, color, religion, sex, national origin, age, disability, or veteran status.

The "performance evaluation process" includes not only performance review procedures, but also information on the progressive discipline system, conditions of severance, and grievance procedures.

"Work rules and personal conduct" include, but are not limited to, such matters as work hours, dress codes, safety rules, regulations on the use of any camp vehicles or equipment, appropriate and inappropriate behaviors, and the prohibition of the use of drugs, controlled substances, or alcohol while on the job.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for additional information on personnel policies.

COMPLIANCE DEMONSTRATION: Visitor observation of written policies; director/staff description of distribution process.

WRITTEN DOCUMENTATION IS REQUIRED

HR-9 CAMPER SUPERVISION RATIOS

Does the camp implement or advise user groups of written policies for camper supervision that identify:

HR-9A: Required ratios of staff who are on duty with campers in units or living groups and, in general, camp activities that meet the following minimums?

Camper Age	Number Staff	Overnight Campers	Day-only Campers		
4-5 years	1	5	6		
6-8 years	1	6	8		
9-14 years	1	8	10		
15-18 years	1	10	12	YES	NO

HR-9B: Exceptions (if any) to the general ratios for segments of the day when greater or fewer staff are required for supervision?

YES NO

HR-9C: Activities, locations, or situations where a minimum of two staff members are required to be present?

YES NO

INTERPRETATION: The camp must implement established supervision policies for its own programs and advise leaders of user groups of appropriate supervision ratios and procedures. To meet the appropriate ratios, a combination of camp staff and adult leaders for user groups is acceptable.

For the purpose of this standard, "staff" includes those persons with the responsibility, authority, and training to provide direct supervision to camper groups. This may include counselors, general activity leaders, or other staff who may provide supervision to campers without assistance. Junior counselors may be included in meeting the ratios in Standard HR-9A only if they are considered staff, and they have received training and supervision to verify their ability to handle camper groups independently.

In the aforementioned ratio chart, "staff" are not to include campers in leadership training programs (often called CITs), or other "counselor support personnel" (see glossary), nor should they include staff who have exclusive administrative, office, food service, or maintenance duties.

"General camp activities" are those that do not require special technical skills, equipment, or safety regulations other than those that generally apply throughout the camp. Examples of such activities include singing, nature studies, religious instruction, crafts, etc. Ratios and qualifications for supervision of specific program activities are covered in the chapters on Program, Horseback, Aquatics, Adventure/Challenge, and Trip and Travel standards.

Applies to:

- Day camps
- Resident camps
- Short-term resident programs
- User-group programs

In Standard HR-9B, any exceptions to the general ratios should be in accordance with the type of activity, the area, and the characteristics of the participants. Camp policies may specify no exceptions. Exceptions for times, such as free time, rest hour, after lights out, early morning, field trips, and overnights, must be well defined and justified since statistics indicate that these are the times when accidents and incidents are most likely to happen in camps.

When the camp serves campers with special physical, medical, or behavioral needs who require additional staff support to participate in camp (e.g., physically or mentally challenged, etc.), the following ratios of staff and counselor-support personnel to campers are suggested:

CAMPER DESCRIPTION	STAFF	CAMPERS
Needing constant and individual assistance or supervision	1	1
Needing close, but not constant assistance or supervision	1	2
Needing occasional assistance	1	4
Needing minimal assistance	1	5

In Standard HR-9C, in order to prevent situations where the opportunity for child abuse might arise, camps must consciously determine when at least two staff persons are required with camper groups, such as on overnights, in showers, and on trips, both for the sake of safety and to prevent situations with opportunity for child abuse.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for additional information regarding staff-camper ratios.

COMPLIANCE DEMONSTRATION: Visitor observation of written supervision policies and ratios for camp staff and user groups; visitor observation of randomly selected camper groups; director/staff description of supervision practices.

WRITTEN DOCUMENTATION IS REQUIRED



HR-10 STAFF AGE REQUIREMENTS

Do written camper supervision policies specify that staff used to meet staff-to-camper ratios (in Standard HR-9) meet the following requirements:

HR-10A: At least 80% (100% for camps primarily serving persons with special needs) of the staff are 18 years of age or older?

YES NO

HR-10B: All staff are at least 16 years of age and at least two years older than the minors with whom they are working?

YES NO

INTERPRETATION: Staff used to meet the ratios for supervision in Standard HR-9 must meet the minimum age requirements in this standard. Persons who do not meet the age requirements may be used by camps in other positions, such as food service or maintenance, or as additional program personnel to assist staff. Age ratios apply to programs staffed by the camp, as well as to instructions given to user groups concerning the supervision of youth.

COMPLIANCE DEMONSTRATION: Visitor observation of written supervision policies; director/staff description of staff ages available.

WRITTEN DOCUMENTATION IS REQUIRED



Does not apply if staff under 18 years are not used for camper supervision.

Applies to:

- Day camps
- Resident camps
- Short-term resident programs
- User-group programs

STAFF TRAINING AND SUPERVISION REQUIREMENTS

If the camp never provides day, resident or short-term residential programs, Standards HR-11 through HR-21 *DO NOT APPLY*.



HR-11 PRE-CAMP STAFF TRAINING

Does the camp have written evidence of pre-camp training for all camp staff directly involved in camp programming and camper supervision that includes at least the following topics:

- Camp purpose/focus/mission/intended outcomes, and how implemented in camp structure and program activities,
- Developmental needs of campers to be served and the resulting differences for program, structure, and behavior management,
- Objectives, safety considerations, skills progression, operating procedures, and competencies required for program activities,
- Behavior management and camper supervision techniques to create a physically and emotionally safe environment,
- Clear expectations for staff performance and conduct, including sexual harassment policies,
- Recognition, prevention and reporting of child abuse, child-to-child, as well as adult-to-child, both outside of and during the camp setting, and
- Emergency procedures and the role of staff in implementation?

YES NO

INTERPRETATION: Addressing all of the topics listed in Standard HR-11, along with the other training needs of camps, will generally require at least three days for day camps and 5–6 days for resident camps. The training related to “recognition, prevention and reporting of child abuse” should include information on the identification and prevention of all types of abuse—physical, sexual, emotional and verbal. It should cover abuse in all situations—camper-to-camper, camp staff -to-camper; other adult-to-camper, taking place outside or within the camp setting. Staff should receive training in the state’s child abuse laws including definitions of abusive behavior, reporting requirements, and penalties.

Pre-camp training will necessarily include other topics appropriate to the camp’s program and clientele. Many other ACA standards require training for staff, much of which will be included in pre-camp training. The intent of this standard is to assure that staff are given comprehensive training and resources that focus on intentionally creating a positive camp experience.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for additional materials for developing training modules related to outcomes, developmental needs of campers, competencies for program activities, behavior management techniques, staff performance, and emergency procedures.

COMPLIANCE DEMONSTRATION: Visitor observation of written pre-camp training schedules, agenda and materials; director/staff description of training and resources provided.

WRITTEN DOCUMENTATION IS REQUIRED

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

HR-12 LATE-HIRE TRAINING

Does the camp implement a system to provide training for late-hire, replacement, or other camp program personnel who were not present for all or part of pre-camp training? YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

INTERPRETATION: Because staff training is so critical to ensuring a safe and effective program for campers, procedures should be identified to assure that latecomers, late hires, and replacement staff receive training in any areas they missed during pre-camp. The system may specify such things as individual training sessions with the staff person's supervisor, orientation sessions with activity specialists, periods of "apprenticeship" under fully-trained staff, or self-study topics.

COMPLIANCE DEMONSTRATION: Director explanation of training system in place for use when needed.

HR-13 IN-SERVICE TRAINING

Does the camp implement a system for in-service training of all camp staff who work directly with campers? YES NO

Does not apply if the entire season is two weeks or less in length, or if program staff are on-site for less than two weeks.

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

INTERPRETATION: "In-service" refers to training that occurs during the camp season. The training specified in this instance involves more than staff meetings for announcements and coordination of schedules that often occur on a regular basis in camps. It includes methods for providing continuing education and support for staff, such as regularly scheduled supervisory conferences, special program activities and skill training sessions, and training sessions relating to human behavior and group dynamics.

COMPLIANCE DEMONSTRATION: Director/staff description of in-service training opportunities.

HR-14 CAMP STAFF RESPONSIBILITIES FOR GENERAL CAMP ACTIVITIES

Are camp staff trained according to written policies and procedures for the supervision of campers in various types of general and unstructured camp activities? YES NO

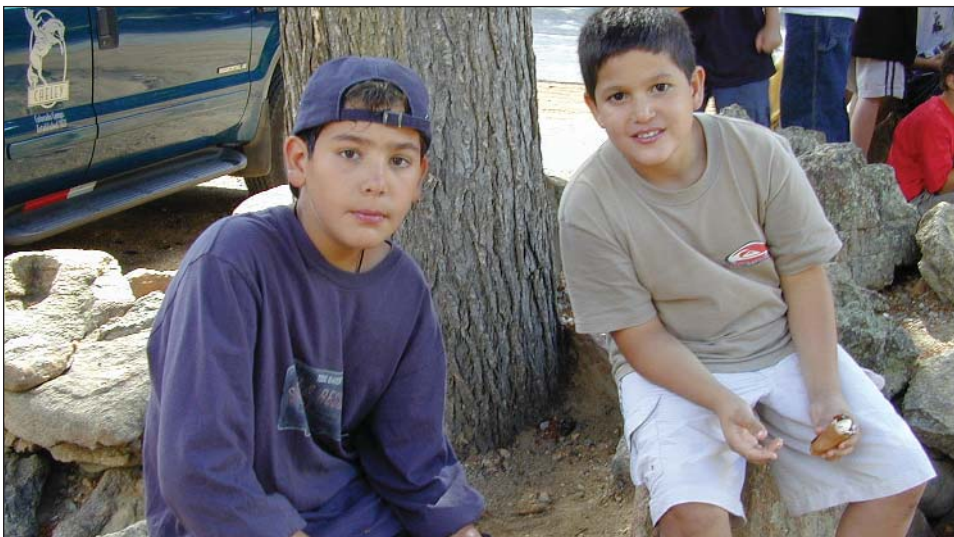
INTERPRETATION: This standard covers the responsibilities of any staff person on duty with campers in the *GENERAL* activities of the camp day. These activities include *EVERYTHING* that is not considered a special program in which designated and trained program staff are responsible for campers, such as, but not limited to, cabin time, night time, free time, playground, meal time, transitional periods, canteen, and personal hygiene periods (e.g., showers, etc.).

Supervision policies and training should include a clear delineation of roles when several staff members are present; what to look or listen for that requires action; intervention techniques; how and where to get additional help; the expected location of staff while “on duty”; and monitoring responsibilities specific to the activities, areas, and participants.

If staff share supervision responsibilities with user-group leaders, procedures should specify expectations and responsibilities of the camp staff and the group leaders. Additional responsibilities specific to program specialists or program activities are noted in other standards.

COMPLIANCE DEMONSTRATION: Visitor observation of written procedures and policies; director/staff explanation of practices and training.

WRITTEN DOCUMENTATION IS REQUIRED



Applies to:

- **Day camps**
- **Resident camps**
- **Short-term resident programs**

HR-15 STAFF/CAMPER INTERACTIONS

Does written evidence exist that documents the training of staff to create a safe environment includes at least the following areas of knowledge and skill development:

- Focus attention primarily on campers' needs and interests rather than on other staff and themselves,
- Speak with and listen to campers in a manner that reflects respect for each individual, including those of different backgrounds and abilities,
- Create and support an environment that provides emotional safety, and
- Guide group behavior in a developmentally appropriate manner?

YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

INTERPRETATION: The intent of this standard is to train staff in behavior management and camper supervision techniques that are most likely to result in a safe, physical and emotional environment, as well as create positive staff and camper interactions. Training should include both concepts and practice so that staff are able to relate to campers, for example, by:

- Reflecting respect for campers by calling them by their name or preferred nickname,
- Using language that is easily understood by campers,
- Providing explanations for actions taken,
- Speaking with campers at eye level,
- Using techniques that do not intentionally embarrass or ridicule campers or groups of people,
- Discouraging and correcting behaviors that include teasing, disrespectful behavior, belittling, or intimidation, and
- Carrying out camp activities in different ways, depending on the developmental level of the campers.

COMPLIANCE DEMONSTRATION: Visitor observation of a written training plan; visitor observation of camper/staff interactions, when applicable; director/staff description of training provided.

WRITTEN DOCUMENTATION IS REQUIRED

HR-16 BEHAVIOR MANAGEMENT AND DISCIPLINE

Are camp staff trained in behavior management and discipline techniques that carry out written policies and procedures to:	
HR-16A: Teach campers skills that achieve positive outcomes in areas of problem solving and interactions with others?	YES NO
HR-16B: Implement fair and consistent disciplinary steps that are appropriate to the camper and the situation and do not include corporal punishment?	YES NO

INTERPRETATION: The intent of this standard is to create an environment in which the campers are involved, in developmentally appropriate ways, in setting expectations and rules for how people should treat one another at camp. This training should enable staff to develop competencies related to guiding group behavior to establish positive norms and employ appropriate problem-solving approaches.

Written policies and procedures should identify the general philosophy and approach to discipline wherever it is deemed necessary, and any progressive steps to be taken in disciplining a camper, as well as identifying inappropriate techniques. The policies and procedures should emphasize the consistent and fair enforcement of rules and forbid corporal punishment.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for additional information on sample behavior and discipline guidelines.

COMPLIANCE DEMONSTRATION: Visitor observation of written policies and procedures related to behavior management and discipline; visitor observation of behavior management techniques, when applicable; director/staff description of training provided.

WRITTEN DOCUMENTATION IS REQUIRED

- Applies to:**
- Day camps
 - Resident camps
 - Short-term resident programs

HR-17 SENSITIVE ISSUE POLICY

Has the camp established policies and trained staff to respond appropriately to socially sensitive issues? YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

INTERPRETATION: The intent of the standard is for the camp to establish and communicate to staff specific guidelines and expectations for dealing with socially sensitive issues that may come up when supervising campers. Staff should be able to recognize appropriate and inappropriate conversation and behavior, and know how to respond. Guidelines should establish points at which issues or behavior should be referred to supervisors, or when parental consent should be obtained. "Socially sensitive issues" may include such matters as smoking, drugs, tattoos, body piercing, sexuality, dating, cults, religion, ghost or horror stories, divorce, and personal lives of staff.

COMPLIANCE DEMONSTRATION: Director/staff explanation of policies and training.

HR-18 SUPERVISION OF STAFF

Does the camp provide for persons who supervise other staff:
HR-18A: A list or chart showing whom they are to supervise? YES NO
HR-18B: Training to carry out their responsibilities in the camp's performance review system? YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

INTERPRETATION: Supervision is one of the keys to having an effective staff and a quality program. The intent of this standard is that the camp administrators clearly define and communicate the expectations of supervisors to those with that responsibility. Effective supervision requires that individuals have a clear picture of who they supervise, or are supervised by, so that two-way communication is enabled. In this regard, an organizational chart will help to identify this pattern and help administrators to be better able to evaluate the amount of supervisory responsibility delegated to any one individual.

Concerning Standard HR-18B, supervisors need to receive specific training in the content and methods used in evaluating their staff's performance. Depending on the camp, the performance review system may range from verbal recommendations at the end of a season or session to formal written performance appraisals, based on observations and supervisory conferences over the entire season or year.

COMPLIANCE DEMONSTRATION: Visitor observation of supervisory responsibility list or chart; director/staff description of training provided to supervisors.

WRITTEN DOCUMENTATION IS REQUIRED

HR-19 SUPERVISOR TRAINING

Does the camp provide written guidelines and specific training for supervisors to help them:

HR-19A: Monitor performance of staff they supervise? YES NO

HR-19B: Identify and reinforce, or correct staff behavior, as appropriate? YES NO

INTERPRETATION: All staff need to know the expectations for acceptable job performance and for appropriate behaviors. To effectively observe and evaluate, supervisors need to be able to identify the acceptable levels of job performance and appropriate behaviors of the staff positions they supervise. Acceptable job performance and appropriate behavior include, as examples, establishing positive role models for campers, enforcing safety rules, utilizing appropriate teaching techniques, encouraging positive interactions among campers, settling disputes, and so forth. Training for supervisors should include how and when to observe staff, what to look for, and how to communicate suggestions for improvement.

Supervisors also need to develop skills in identifying and addressing inappropriate staff behavior with campers or with other staff. Inappropriate staff behavior may include actions or attitudes resulting from immaturity, inexperience, stress, lack of knowledge, illness, fatigue, poor judgment, or expectations of the individual that were beyond his or her abilities.

COMPLIANCE DEMONSTRATION: Visitor observation of written guidelines; director/ staff description of training provided.

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

WRITTEN DOCUMENTATION IS REQUIRED

HR-20 STAFF OBSERVATION

Does the camp utilize a system that requires supervisors to regularly observe, provide feedback, and plan for improvement of the performance and behavior of staff? YES NO

Applies to:

- Day camps
- Resident camps
- Short-term resident programs

INTERPRETATION: The intent of this standard is to assure that observations of staff occur on a regular, systematic basis. The system should include specifications for how often observations should occur. This supervision should assist staff in the accomplishment of camper-development objectives, provide support to staff, and help assure that acceptable job performance criteria are continually practiced.

Staff of varying experience and skill levels require different levels of supervision. This standard does not intend to require that all staff have the same levels of supervision. The camp's system should provide for supervision of all staff at some level, based on the staff member's skills, experience, requests for help, and previous evaluations by supervisors. "Regularly" depends on several factors, such as the complexity of the program, length of season, and background of staff. The initial observation should be within the first two weeks of camp.

The *ACA Accreditation Standards Resource CD-ROM* should be consulted for sample tools and techniques for supervisors.

COMPLIANCE DEMONSTRATION: Director/staff explanation of observation system used.

HR-21 STAFF TIME OFF

Do staff members have the following minimum amounts of time free from assigned camp responsibilities:

HR-21A: Daily — at least two hours? YES NO

HR-21B: During total employment period:

- 24 hours or more each two weeks in blocks of not less than 12 consecutive hours, or
- If the camp primarily serves persons with physical or mental disabilities, 24 consecutive hours off each two weeks?

YES NO

Does not apply for day-camp and short-term programs.

Applies to:

- Resident camps

INTERPRETATION: "Free from assigned camp responsibilities" means free time during which a staff member is not expected to be at a specific place or performing camp-related responsibilities. In trip or travel programs, consideration should be given to the staff's need for privacy and freedom from camper responsibility.

COMPLIANCE DEMONSTRATION: Director/staff description of procedures to implement the policy.